Planning Army Watercraft Source Selections

LSV & HSV SSEBs

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Selection Criteria Development

- Classic definition of evaluation criteria
  - **A reasonable expectation of variance among offerors**
  - **A measurable variance (either a quantitative or qualitative measurement)**
  - **The requirement(s) warrant a comparative evaluation and payment of a price premium**
- Also, criteria must consider relevant circumstances
  - Time constraints
  - Resource constraints
  - History/nature of Item/Commodity
  - Pool of likely offerors

Selection Criteria Development

- Narrow focus results in simpler, shorter, focused evaluations
  - A few key reqm’ts with measurable differences that predict successful performance
  - Because an RFP reqm’t isn’t evaluated doesn’t mean it’s not important or can’t be enforced in the contract
  - Additional factors create more effort, and dilute the importance of those factors that are truly significant in the selection
  - Don’t try to solve historical issues thru an evaluation factor if it wouldn’t otherwise be included

Selection Criteria Development

- SSEB Leadership should be involved with Criteria Development
- Program Officials/SMEs know what is important/discriminatory
- Procurement/Legal draw out and organize evaluation concepts
- IPT fleshes out criteria

Logistics Support Vessel - LSV

LSV Criteria Development

- Improvements sought in seakeeping, slow speed maneuver, beach extraction; additional speed also desirable
  - Evaluation focused on only these few spec paragraphs - not every paragraph in entire PD
- Logistics
  - Criteria required identification of resources (hours/skills) and explanation of derivation
  - Evaluated “understanding” of Logistics
- Past Performance - due to nature of shipbuilding 5 years of history reviewed

LSV Affordability

- In many circumstances industry needs guidance in this area
- Last buy in 1986
  - Shipbuilding market experiences significant fluctuation
  - Several estimates created - wide range of prices
  - User desired costly improvements - seakeeping, beach extraction, speed, etc
- Affordability discussed in Exec Summary & Basis of Award
  - “Soft Cap” set as price target
  - Exceeding cap not basis for rejection

Results - LSV SSEB

- Price Target & Objective Performance were difficult for Offerors to reconcile
  - – Substantive discussions were required to identify best value
  - – Best value offeror exceeded original target price and was n low offeror
    - SSA decision memo a major effort - long with detailed support
- Criteria, while focused, were broad enough to cover every issu identified
  - – Only 11 factor write ups & pricing required for a major item SSEB
- Approach to Logistics worked too well
  - – Significant, difficult to reconcile differences identified in

High Speed Vessel- HSV

HSV Criteria Development

- Lease of existing vessel
  - Competition limited realistically to a few foreign firms
  - Completion of SSEB in <20 days required
- Abbreviated Criteria Developed
  - 2 days of meeting with primary stakeholders to establish minimum necessary content
  - Procurement/Legal led discussion, organized criteria, fleshed out L&M
  - Go/No Go for several critical areas and limited trade-off criteria

Results - HSV SSEB

- Criteria operated as intended
  - Only two most viable suppliers submitted bids
- One of competing vessels leased to USMC the day RFP closed
  - Offeror had no ship available for Lease
- Competition converted to “alpha”
  - Completed Go/No Go evaluation of sole offeror
  - Negotiation of TS Cs and Price

Keys for SSEB Leadership

- Evaluators generally are motivated to do a good job
  - Leadership/management required to channel motivation into a well documented evaluation
  - Well written/documented evaluations from the beginning is easier than fixing poor write ups later
- Identify & know when to Use advisors - Legal, Procurement, SMEs
- Excruciating management attention to all Source Selection details
- Stay focused on goal - select successful

Keys for SSEB Leadership (con't)

- Evaluator Training
- Evaluators must understand, before beginning, what's expected of them
  - Admin Rules
  - Overall eval scheme - where they fit in
  - Sections L&M - what should they expect to receive, and what you expect them to do with it
  - Samples of an acceptable evaluation
- Team Communication
  - Frequent staff meetings

Final Comments

- Selection of Effective/Efficient Evaluation Criteria a collaborative effort
  - Program/SME critical for content & substance
  - Procurement/Legal critical for format, streamlining, and context
- Focus on a limited number of Key parameters with measurable differences that are most likely to predict successful performance
- Past Performance
  - A significant evaluation tool not used as effectively as it could be
- A well documented SSEB is a well managed SSEB; the reverse is also true